



## Letterkenny Army Depot Chambersburg, PA

### COMPANY PROFILE

Letterkenny Army Depot (LEAD), a U.S. Army Aviation and Missile Command depot, is the Army Center for Industrial and Technical Excellence for Tactical Missile and Air Defense ground support equipment.

### ACHIEVEMENTS

- Recordable accidents reduced from 61 to 3
- OSHA Rating reduced from 6.14 to 3.02
- Lost Time Accident rate reduced from 3.22 to 0
- Certified in ISO 14001:2004
- Reduced solid waste disposal through recycling
- Certified in ISO 9001:2001
- Customer Satisfaction Rate raised from 89.3 to 99.7
- Workload increased 52%; Personnel increased 27%
- Employee bonus from Net Operating Result went from \$131 to \$1000 per employee.
- 70,838 Sq. Ft. of interior floor space saved through Lean
- 41,963 Sq. Ft. of exterior floor space saved through Lean
- Distance Traveled saved: 1250 Miles
- 233 Rapid Improvement Events held
- 69% of personnel have participated in RIEs

### PEOPLE

The employees of LEAD are highly motivated, trained, and skilled to meet the demands of the U.S. Armed Forces.

The use of cross-functional teams is used to meet the constantly changing workloads and variety of commodities. Employees are empowered to make improvements in the process flow to reduce cost, floor space, and cycle time. Employees are encouraged to submit suggestions through the Army Suggestion Program and the Value Engineering Program. All employees equally share in the incentive awards gained through the Net Operating Result.

The real driver of Lean transformation is the Depot workforce. Depot leadership at all levels has gotten behind the 'experts' by empowering them to make changes for the process they own. During Value Stream Analysis (VSA) and Rapid Improvement Events (RIE), otherwise as referred to as Kaizen events, the direct chain of command sponsoring the event and all major supporting organizations are present for end-of-day team out briefings. By doing this, immediate decisions are made to give the team guidance so that they maintain a focus on bottom line results and productivity. The Depot Commander has directed a goal that ALL employees will participate in a Lean event so that every one can participate in the success and be part of the broader cultural transformation that Lean is an on-going process which applies to everyone.

New employee orientations include a tour of the entire facility so each individual understands their importance to the overall mission of the installation.

Team Letterkenny includes government employees, contractors, and tenants. Approximately 2800 personnel comprise the Letterkenny Team.

## PLANT

Letterkenny Army Depot (LEAD), is a government owned, government operated facility located in Chambersburg, Pennsylvania. The depot is 54 miles southwest of Harrisburg, PA and 32 miles northeast of Hagerstown, MD. The installation lies four miles north of I-81, and thirteen miles south of I-76. It is an Inland Node to the Military Strategic Seaport Philadelphia.

Size Acres: 18,864

- Square Footage of HMMWV Buildings: 384,000
- Approximately 1M Sq. Ft. of Shop Floor

## PRODUCTS

LEAD is capabilities based versus a commodity based depot. As CITE for Air Defense and Tactical Missile System Ground Support Equipment, the installation is home to PATRIOT maintenance as well as other missile systems such as Avenger, TOW, MLRS AFCS, Hellfire, and Dragon. The Munitions Center is the home of USAF and USN Intermediate Maintenance for Air-to-Air and Air-to-Ground Missiles as well as the only Recertification and Maintenance Depot for Army Tactical Missile System (ATACMS). Other missions include depot support for US Special Operations Command, Joint Program Executive Office for Chemical and Biological Defense, and US Tank and Automotive Command Soldier Systems Support Center. Letterkenny provides rebuild, repair, and modification for Ground Mobility Vehicles, specialized Special Operations vehicles, tactical wheeled vehicles, Biological Integrated Detection Systems, Material Handling Equipment, Force Provider, Mobile Kitchens, Containerized Chapels, and various Soldier Support Systems. The depot provides overhaul and repair of power generation equipment and provides mobile repair teams for on-site maintenance assistance to CONUS units preparing to deploy to the AOR.

## PROCESSES

The depot follows it's Quality Systems Manual (QMS) that complies with ISO-9001:2001. LEAD has a wide range of capabilities. Electronics capabilities include printed circuit board repair, A/C motor repair, power supply repair, chassis reconditioning, chassis test, cable and harness fabrication/repair and test, power generators, and electric system test. Mechanical capabilities include weld, sheet metal fabrication/machining, body shop repair, and disassembly/assembly. Support processes include steam wash and clean, paint blast, paint mask, paint, stencil, silk screening, and de-mask capabilities. The installation is currently planning implementation of the Logistics Modernization Program which is a SAP based system. Current workloads will continue to implement continuous process improvement and all future workloads will undergo a "Lean" review during initial set-up of the workflow process.

Public-Private Partnerships are used to make the installation more efficient and competitive. The depot currently has 18 agreements with private industry.

## CORPORATION

Letterkenny Army Depot is under the command structure of The U.S. Army Aviation and Missile Command (AMCOM), a Major Subordinate Command of The U.S. Army Materiel Command. It's mission is to Provide the Army and other Armed Forces with worldwide, reliable, responsive, and cost-effective overhaul, rebuild, upgrade, repair, manufacturing depot level maintenance, technical field support, systems integration, and product support integration for weapon systems, end items, assemblies, sub-assemblies, components, and ancillary equipment to ensure the readiness, sustainability, and safety of these forces during the full spectrum of operational environments.

### For more information contact:

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